

DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, DC 20314-1000

OM 10-1-1

CERM-O

MEMORANDUM
NO. 10-1-1

31 October 1990

Organization and Functions

HEADQUARTERS, U.S. ARMY CORPS OF ENGINEERS

1. Purpose. This memorandum:

a. Designates the major organizational elements, responsibilities, and functions of the Headquarters, U.S. Army Corps of Engineers (HQUSACE).

b. Establishes policy and prescribes procedures for making changes to organization, responsibilities, and functions.

2. Applicability. This memorandum applies to all HQUSACE elements. A general statement of function for the Office of the Chief of Engineers can be found in CSR 10-31. For more detailed information than that appearing in the CSR 10-31, please contact the Executive Director, Office of the Chief of Engineers.

3. References.

a. AR 10-5, Organization and Functions, Department of the Army.

b. AR 10-87, Organization and Functions, Major Army Commands in the Continental United States.

c. CSR 10-5, Organization and Functions, Army Staff.

d. CSR 10-31, Organization and Functions, Office of the Chief of Engineers (OCE).

4. Definitions. CSR 10-5, APP A, contains definitions of such frequently used terms as "function," "organizational element," and "contact point." The definitions in CSR 10-5 have been used in preparation of this OM.

5. Policies.

a. Official organization. The official organization of HQUSACE is represented in the 19 appendices to this OM (A thru S), with most appendices (all except L, O, P, and Q) correlated to introductory charts. As changes occur, the official structure is that approved in accordance with this OM. The Manpower Management Document (MMD) and other publications, correspondence, and charts issued by elements of HQUSACE will be in agreement with the official organization published herein, as modified by any changes that have subsequently been approved by the officials listed in paragraph 6.

This memorandum supersedes OM 10-1-1, 1 October 1984.

b. Organizational nomenclature. The progression for HQUSACE organization is directorate or separate office, division, branch, section, and unit. Each organizational level beneath a directorate or separate office will consist of two or more elements, i.e., two (or more) divisions, two (or more) branches, etc. Non-mission elements directly below directorate/separate office level will be called "offices" rather than "divisions," e.g., Office of Management and Staff Support, Directorate of Civil Works. Formation of temporary organizational groupings, e.g., task forces, ad hoc teams, will not be formally documented. There is no intent to standardize the size of internal elements. Instead, the establishment of internal elements will depend on logical grouping of functions, avoidance of unnecessary layering or supervision, workload analysis, and allocation of available resources. Generally, however, no subordinate organizational element will be established unless it can support at least six positions. A director or separate office chief who wishes to establish any division, branch, section, or unit having fewer than six positions must provide convincing evidence of the organizational need to establish such an element. Exceptions to this policy will be reviewed on a case by case basis.

c. Supervisory ratio. The current criteria of 1:5 in ER 690-1-500 will be used as a guide. Organizational changes and personnel actions will be judged on existing regulatory guidance.

d. Deputy positions. All General Officer (GO) and Senior Executive Service (SES) personnel are authorized full-time deputies, unless they are currently a deputy. Chiefs of Separate Staff Offices who are at the grade of GM-15 or Colonel are also authorized full-time deputy positions.

e. Directorate versus office. Designation of "directorate" generally implies a mission operation; designation of "office" generally implies a support operation. Exceptions to this general rule can be made at the discretion of the Commander. (The exception that might arise most expectedly is the designation of an unusually large or unusually wide-ranging support element with major involvement in mission accomplishment as a "directorate.")

f. Basis for changes. Only changes in organization and functions that offer clear, demonstrable advantages over the status quo will be proposed. When benefits are marginal, HQUSACE elements will rely on the status quo because of the stability that it provides. To provide the Commander, USACE with an independent evaluation, proposed changes in organization or functions will first be submitted to the Directorate of Resource Management (DRM) for review. Changes include any additions, deletions, or retitling of organizational elements, or revisions to statements of functions, at branch level or above. No announcements or implementation of changes will be made until the full process of review and approval is completed.

g. Description of functions. Statements of functions will be kept brief. They should tell in a few words what is done, not how it is done. Moreover, it is seldom necessary to state for whom the function is performed. For example

such phrases as "assists the Commander USACE" or "provides services to the Director(ate)" are usually superfluous. Excessive use of modifiers, superlatives, description of skills involved, workload figures, and similar items should also be avoided in functional statements even though they may be essential in other documents such as job descriptions, task lists, etc.

h. Common functions. To further ensure brevity, those functions that are common to all organizational elements will not be included in statements of functions. Examples: coordination, implementation of directives, preparation of directives, attendance at conferences, liaison activities, technical advice and assistance, field visits, and similar functions inherent in administration of functions.

6. Authorities.

a. Directors and chiefs of separate offices may approve changes below branch level, simultaneously providing notice to DRM (ATTN: CERM-O).

b. The Director of Resource Management may approve, but not disapprove, changes at branch level. Cases of dispute will be forwarded by DRM to the Executive Office with recommendations for decision.

c. All changes above branch level require the approval of the CDR, USACE.

7. Procedures.

a. Proposed Changes to Organization and Functions.

(1) Directorates and separate offices will submit a request to DRM (CERM-O) for all proposed changes in organization structure, titles, or functions of elements at branch level or above. The submission to, and review by, DRM must take place prior to any implementing action being initiated. The request should contain ample explanation of the proposed change so that DRM can make an informed review. As a minimum, the following supporting information should accompany the proposed change: (1) the problem or situation that gives rise to the request for change; (2) the alternatives, including advantages and disadvantages of each alternative; (3) the increases or decreases in costs and manpower if the change is approved; (4) the coordination performed with other elements that is affected by the change and their input; and (5) the consequences of maintaining the present organization or functional assignment.

(2) DRM will:

(a) Analyze proposal and coordinate requests as required.

(b) Approve branch level changes or refer any cases in dispute to the Executive Office for resolution, along with DRM recommendation.

(c) For proposed changes at division level or above, recommend approval or disapproval to the Commander, USACE.

(d) Notify requesting directorates or separate offices of final action taken on their request; notify appropriate staff offices of approved changes so that publications and documents prepared by these elements may be kept current.

(e) Incorporate the details of approved organizational changes in the MMD.


(f) Incorporate the details of the approved organizational changes in the official HQUSACE Organization Chart.

(3) Proposed changes within DRM of the type and level described in (1) above will be submitted to the Executive Office for approval by the Deputy Commander. The same justification required of other elements will be submitted by DRM.

b. Proposed Changes to Basic Mission (AR 10-5). The directorate or separate office identifying the need for a change to AR 10-5 or AR 10-87 will submit a coordinated memorandum to DRM (ATTN: CERM-O) which provides revised wording and justification suitable for inclusion in a regulation change request. DRM will review and coordinate the proposed change, take necessary action, and inform the requesting element of final action taken.

8. The word "he" when used in this regulation represents both the masculine and the feminine genders.

FOR THE COMMANDER:



ALBERT J. GENETTI, Jr.
Colonel, Corps of Engineers
Chief of Staff

19 Appendixes

DIRECTORATE/OFFICE

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Executive Office, HQUSACE	A
Directorate of Civil Works	B
Directorate of Military Programs	C
Directorate of Information Management	D
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Directorate of Resource Management	G
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